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UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

May 27, 1942

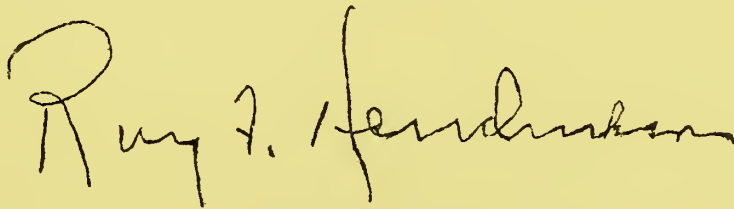
ADMINISTRATOR'S MEMORANDUM NO. 7

Supplement A

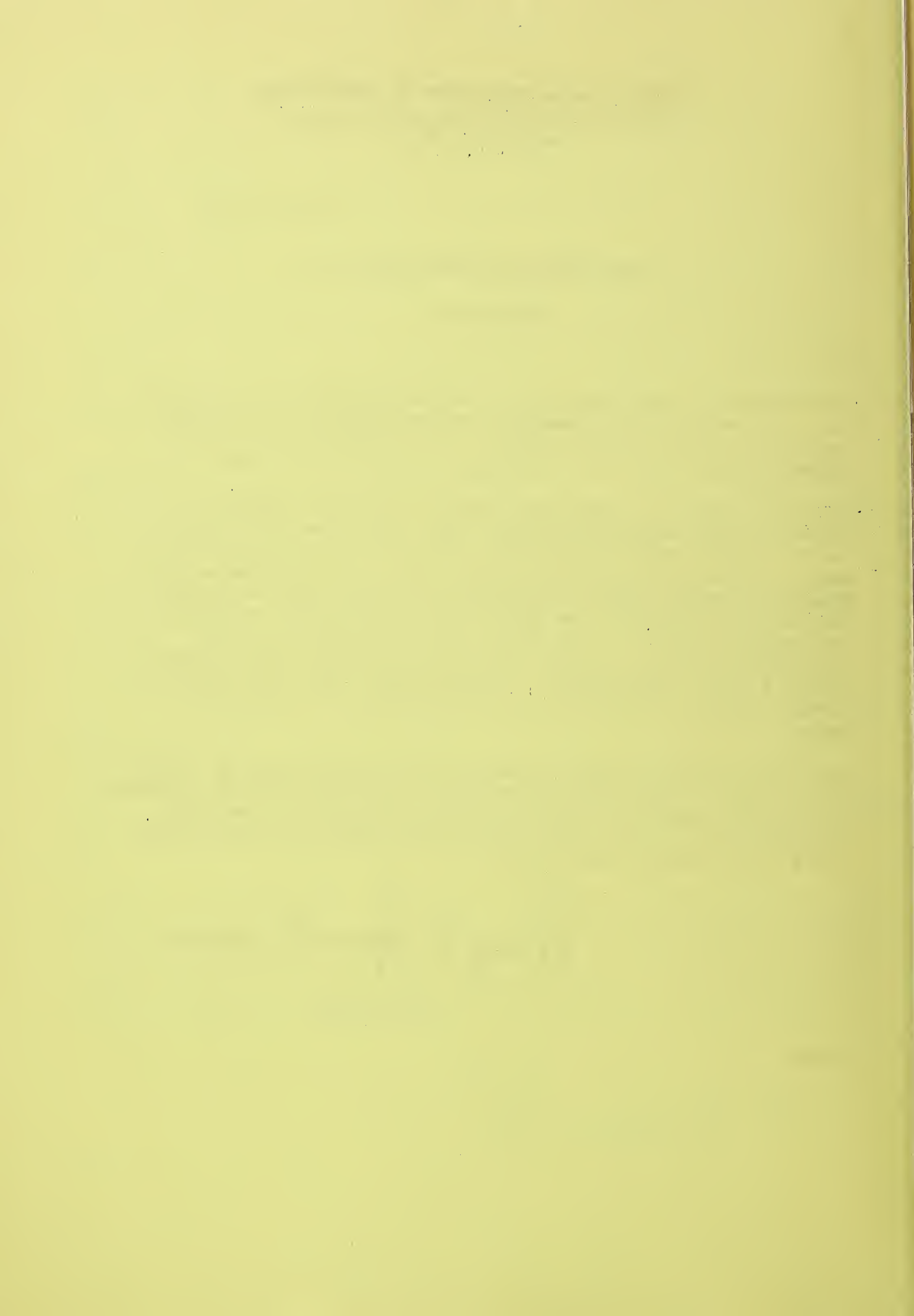
Mr. Porter R. Taylor, Assistant to the Administrator, in charge of the coordination of the Commercial Food Utilization Program, has resigned to become General Manager of the Cooperative Fruit and Vegetable Association, his resignation to take effect June 1.

Mr. Taylor has done outstanding work in the initial stages of organizing this important program. This program must be built up to its full promise of assisting farmers, the trade and consumers and to its possibilities of consuming food in War and Peace. The Commodity Branches will be expected to go ahead with the program as previously directed. In view of the fact that the success of the program depends very largely on the efficiency, scope and timeliness with which reports are geared to action, the responsibility for the coordination of all activities under the program is hereby assigned to the Marketing Reports Division effective at once.

The Chief of the Marketing Reports Division is assigning as special coordinator of the program, under his general direction, Mr. Nathan R. Koenig. Mr. Koenig has had considerable experience in marketing activities, has a wide acquaintance in the trade field, and should prove a very capable coordinator.

A handwritten signature in dark ink, reading "Roy F. Henderson". The signature is fluid and cursive, with the first name "Roy" being the most prominent.

Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

December 29, 1942

ADMINISTRATOR'S MEMORANDUM NO. 7

SUPPLEMENT B

Food Supply and Distribution

Various complaints and notifications are coming in from different parts of the country concerning inadequate supplies of food as a result of dislocations inevitable under present conditions. Most of these situations can probably be remedied when we are able to get rationing of those commodities that are in short supply. In the meantime, however, every possible step must be taken to alleviate emergency conditions and to make food available in places where actual shortages exist.

We shall shortly have a staff branch which will include among its responsibilities that of leadership in meeting these difficulties. Pending the establishment of this branch, I am designating Mr. Arthur C. Bartlett, Special Assistant to the Director, as the coordinating officer through whom all such complaints and notifications are to be referred to the proper branches and regional offices. Such coordination is particularly needed in view of the large number of complaints and notifications which refer to food in general or to commodities which are in the province of more than one branch.

It will be the policy of the Administration to handle these situations through the established trade groups just as far as possible. Branch chiefs should explore the possibilities of referring all complaints to the trade groups just as is now being done in the case of meat through the facilities and cooperation of the American Meat Institute. It probably will be necessary in many cases to ask the industry groups to establish geographical agencies through which they can operate in alleviating shortages. Reference to the trade groups, however, should not be taken as relieving the Food Distribution Administration of responsibility, and a careful follow-up should always be made to see that results are being accomplished.

The regional organizations should also be used to the fullest possible extent in seeking the solutions to local problems and Regional Administrators should cooperate fully with the trade groups. In order that there may be such cooperation, Regional Administrators should be notified from Washington of any shortages in their regions at the same time that the trade groups are notified. They should also be notified as to just what trade group has been asked to interest itself in the matter and how they can contact its representatives, or otherwise take steps to solve the problems involved. It should be the responsibility of the Regional Administrators to make sure that an investigation is promptly instituted, either by the trade or by regional personnel, to determine whether or not there is an actual shortage and, if so, just what foodstuffs are involved and to what extent. This step is of the utmost importance because of the likelihood that many complaints may be based on mere inability to get favored foods which cannot and need not be made available if other satisfactory foods are available. On the other hand, real shortages must not be discounted because of other false alarms. The Regional Administrators should also be responsible for investigation as to the other circumstances surrounding the shortage, such as whether it affects some new war industry or other vital activity.

When it has been determined that specific commodities are needed in any particular community steps should immediately be taken through the trade to try to work out a local solution. If this cannot be done the matter should be referred immediately back to the appropriate commodity branch in Washington. The branch should then attempt to find supplies which can be shipped through the cooperation of the trade. In some cases -- preferably in all cases if it can be worked out -- local representatives of the trade may be able to get a quick solution by direct contact with their headquarter groups. In these cases, however, Regional Administrators should keep themselves informed and immediately notify the commodity branch concerned as to what action is being taken.

At the same time that steps outlined above are being taken commodity branches should consider whether or not price adjustments might help to alleviate in a given shortage situation, and, if so, should initiate proposals to that end.

Until further notice, complaints and notifications of local shortages should be sent immediately to Mr. Bartlett, who will then see that the appropriate commodity branches and Regional Administrators are notified. In this, as in all steps leading to a clarification or solution of problems involved, prompt action is of the utmost importance.



Administrator